MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 3, 2016/2017

DBS5018 – BUSINESS MANAGEMENT

(Diploma Students Only)

29 MAY 2017
9.00 am – 11.00 am
2 Hours

INSTRUCTIONS TO STUDENT

1. This question paper consists of **10** pages with **4** sections.
2. For section **A**, please shade your answer on the OMR sheet provided.
3. For section **B**, **C** and **D**, please write your answer in the answer booklet provided.
4. Answer **ALL** questions.

SECTION A: MULTIPLE CHOICE QUESTIONS (each question carries 1.5 mark). Please shade your answers on the OMR sheet provided.

1. _____ is making a choice from two or more alternatives.

   A. Managing
   B. Decision
   C. Intuition
   D. Biases

2. Which of the following is **TRUE** pertaining to problem identification?

   A. Problems are generally obvious.
   B. A symptom and a problem are one and the same.
   C. Problem for one manager is a problem for all other managers.
   D. Effectively identifying problems is not easy.

3. Creativity is most essential in which of the following steps of the decision-making process?

   A. Analysing alternatives.
   B. Allocating weights to the decision criteria.
   C. Developing alternatives.
   D. Identifying decision criteria.

4. In the decision making process, if the desired result has not been achieved, the manager may consider _____.

   A. returning to a previous step or may even consider starting the whole decision process over
   B. the decision is satisficing
   C. results may vary from expectations
   D. to ignore their gut feelings

5. Which of the following is an aspect of intuition?

   A. Quantity-initiated decisions.
   B. Quality-initiated decisions.
   C. Science-based decisions.
   D. Experienced-based decisions.

6. _____ thinking style is a method of processing information with internal insights, feelings and hunches to guide decisions and actions.

   A. Programmed
   B. Linear
   C. Nonlinear
   D. Nonprogrammed

Continued...

7. Organisational design is a process that involves decisions about _____.

A. work specialisation and work orientation
B. chain of command and span of control
C. formalisation and differentiation
D. departmentalisation and diversification

8. The process of grouping jobs together is known as _____.

A. departmentalisation
B. diversification
C. formalisation
D. differentiation

9. Work teams composed of individuals from various functional specialties are known as _____ teams.

A. cross-control
B. cross-training
C. cross-functional
D. cross-department

10. _____ organisation is an organisational design that is rigid and tightly controlled and _____ organisation is an organisational design that is highly adaptive and flexible.

A. Mechanistic; organic
B. Organic; mechanistic
C. Centralise; decentralise
D. Decentralise; centralise

11. Rahul operates in a farmer market. Every year he offers the same vegetables to the same customers and faces the same rivalry from other truck farmers. A/An _____ would **BEST** fit Rahul's situation.

A. formalised design
B. organic design
C. centralised design
D. mechanistic design

12. What are the different designs that traditional organisations can have?

A. Simple, functional and corporate structures.
B. Simple, functional and divisional structures.
C. Functional, strategic and business unit structures.
D. Simple, functional and business unit structures.

Continued...

13. In Maslow's hierarchy of needs theory, _____ needs form the foundational step in the hierarchy.

A. psychological
B. physiological
C. psychomotor
D. psychographic

14. Nicky, an employee at AA Company is complaining that the supervisors tend to pick favorite employees within his departments and the favorites are not disciplined for safety violations. Nicky is complaining about _____.

A. extrinsic management
B. equity theory
C. intrinsic factors
D. hygiene factors

15. In the context of the reinforcement theory, reinforces are _____.

A. the specific, unambiguous goals that have been set for employees as a standard for measuring their performance
B. theories that behavior is a function of its consequences
C. those consequences that immediately follow a behavior and increase the probability that the behavior will be repeated
D. people beliefs that a person is capable of performing a task

16. In the expectancy theory, _____ is the degree to which the individual believes that performing at a particular level is important in attaining the desired outcome.

A. effort-performance linkage
B. valence
C. performance-reward linkage
D. expectancy

17. To maximise motivation among today's workforce, managers need to think in terms of _____.

A. flexibility
B. task identity
C. job location
D. task significance

Continued...

18. Which of the following are the characteristics of professionals?

I. Loyalty is to their profession, not to the employer.
II. Have the need to regularly update their knowledge.
III. Define their workweek as 8:00 am to 5:00 pm.
IV. Strong and long-term commitment to their field of expertise.

A. I, II and III.
B. II, III and IV.
C. I, III and IV.
D. I, II and IV.

19. In his speech the yesterday, the new General Manager had shared his experience in the industry and his education. Susan thinks that the new General Manager would do a great job given his characteristics, public speaking skills and his charisma. Susan realised that she had been judging the new General Manager in a manner consistent with the _____ theories of leadership.

A. trait
B. extraversion
C. contingency
D. democratic

20. According to the University of Iowa behavioral theories, group members' satisfaction levels were generally _____.

A. higher under an autocratic leader in the long run
B. improved when the leader was a laissez-faire oriented
C. maintained when the leader was a democratic in the short run
D. higher under a democratic leader than under an autocratic leader

21. John has a reputation of being fair, helpful and understanding. He even helped his subordinates to overcome personal crisis. Based on the early leadership theories of the Ohio State studies, which of the following dimensions of leadership is John displaying here?

A. Consideration.
B. Initiating structure.
C. Employee orientation.
D. Task orientation.

22. Brian has decided that the appropriate leadership style would be to show friendliness and concern for the needs of his subordinates. According to the path-goal model, he wishes to be a(n) _____ leader.

A. directive
B. delegating
C. supportive
D. participative

Continued...

23. Eddy is the manager at a warehouse. He is trusted by his subordinates because he shares information freely, reliable and shows good judgment while handling any type of crisis. Eddy is also known to be very protective of his staff. Which dimensions of trust is he exhibiting?

A. Integrity, loyalty and competence.
B. Competence, openness and loyalty.
C. Consistency, loyalty and openness.
D. Loyalty, consistency and competence.

24. One general conclusion that surfaces from leadership research is that _____.

A. effective leaders do not only use a single style
B. managers always make good team leaders
C. national culture is a variable which in reality has a limited impact on leadership style
D. women usually make better transactional leader than men

25. _____ refers to the process of monitoring, comparing and correcting work performance.

A. Controlling
B. Managing
C. Correcting
D. Verifying

26. The comparing step in the control process determines _____.

A. a company's position in the industry in terms of the standards used
B. a company's position in the industry in terms of performance
C. the difference between actual performance and an external standard from a noncompetitor
D. the difference between actual performance and the standard

27. An organisation hires project leader as soon as they get a major contract but before the project starts. The organisation is using _____ control.

A. concurrent
B. feed forward
C. feedback
D. management

Continued...

28. Paul believes organisational effectiveness is more important to the organisation than organisational productivity. What could be the rationale behind this belief?

A. Organisational productivity is not a measure of organisational performance.
B. Organisational effectiveness is a measure of how well the organisational goals are met.
C. Organisational productivity is not directly related to organisational output.
D. Organisational effectiveness is a quantitative measure of the input-output relationship.

29. Which of the following is a performance measurement tool that looks at four areas that contribute to a company's performance?

A. Market value method.
B. Economic value method.
C. Balanced scorecard approach.
D. Information control approach.

30. Helena noticed employee theft has increased in the office. She has considered several options to deal with this loss. Which of the following is likely to be the **MOST** effective concurrent control?

A. Carefully screen job applicants using honesty testing.
B. Publicly announce thefts when they are discovered.
C. Dismiss any employees involved in theft.
D. Publicly announce progress in reducing theft.

[TOTAL 45 MARKS]

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SECTION B: FILL IN THE BLANK QUESTIONS

Please refer to the table below. Fill in the blanks with the most appropriate answer. Please write your answers in the answer booklet provided.

Contingency	Scientific	Noise	Closed
Distinct purpose	Motivating employees	Bureaucracy	Manager
Jargon	Active listener	Conceptual	Discipline
Organising	Liaison officer	Repetitive tasks	

1. Individual who coordinates and watch over the work of other people to accomplish organisational goals is best refer to a _____.

2. Arranging and structuring work to accomplish organisational goals are clarified as _____ under the four management functions.

3. Interpersonal roles such as figurehead, leader and _____ are among the three types of managerial roles established by Mintzberg.

4. As a manager, Mr. Kumar Anandes should have _____ skill that enables him to think about abstract and complex situation concerning the organisation.

5. Organisation is the workplace for a manager in which an organisation commonly should have a _____, deliberate structure and a number of people.

6. Adam Smith introduced division of labour in which jobs are breakdown into narrow and _____.

7. Taylor's approach involves using the _____ management method to find the "one best way" for a job to be done.

8. Fayol underlined that _____ is one of the management principle that refers to the rules that govern the organisation and must be respected by employees.

9. Authority hierarchy, formal selection and career orientation are among the Weber's characteristics of _____.

10. Systems that are not influenced by and do not interact with their environment are clarified as _____ system under the contemporary approach.

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11. _____ approach recognises that an organisation facing different situations requires different ways of managing them.

12. The functions of communications' components are to control individuals' behaviors, _____, emotional expression in social interaction and delivering of information.

13. Music background is an example of _____ and classified as disturbance that interfere with the transmission, receipt or feedback of a message.

14. _____ is a barrier of communication that means a special terminology or technical language used by a group of members practicing their conversation among themselves.

15. Mr. Daniel is an _____ in communication due to his empathy, never interrupting others while talking, avoiding distracting action and showing interest by making eye contact with his employees.

[TOTAL 15 MARKS]

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SECTION C: CASE STUDY QUESTIONS
Please write your answers in the answer booklet provided.

QUESTION 1

Loob Holding Rebrands Chatime as Tealive

KUALA LUMPUR: Loob Holdings Sdn Bhd, which owned Chatime bubble tea staple, has rebranded its 161 outlets to Tealive and remained on track for its expansion plan for the next two years.

Loob Holdings Chief Executive Officer, Bryan Loo, said with the exercise costing less than RM10 million, all its 161 outlets would be officially transformed to Tealive from tomorrow.

"We also plan to increase the number of our outlets from 165 to 250 in Malaysia by 2018 as well as our customer base from 2.5 million a month to five million," he told reporters after the soft launch of Tealive here today.

On the global front, he said, Loob would tap the Vietnamese market in the third quarter of this year and other Asian countries in a couple of years.

Loo said Tealive planned to expand its operations into more petrol stations nationwide, as well as light rail transit and mass rapid transit stations.

He said the company was unfazed by the dispute between La Kaffa International Co Ltd and Loob and was confident of winning back its customers.

The agreement between La Kaffa and Loob, which was to last until 2041, was terminated because of the Taiwanese firm's disagreement on the business direction of Chatime in Malaysia, thus cutting the ties in terms of raw materials and suppliers. — Bernama

(The article is adapted from: The Star Online, 17 February 2017)

Please refer to the article above to answer the questions below.

a) What are the **THREE (3)** expansion plans of Loob Holdings for the next two years? (6 marks)

b) (i) Define organisational change. (1 mark)
(ii) Identify the change agent of Loob Holding Sdn Bhd. (1 marks)

c) In your opinion, what is the type of change that is most suitable for Loob Holdings Sdn Bhd? Justify your answer. (2 marks)

[TOTAL 10 MARKS]

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SECTION D: STRUCTURED QUESTIONS

Please write your answers in the booklet provided.

QUESTION 1

a) List the **SIX (6)** characteristics of a well written goal. (6 marks)

b) State **THREE (3)** advantages and **THREE (3)** disadvantages of being a first mover organisation. (6 marks)

c) List any **THREE (3)** types of growth strategies. (3 marks)

QUESTION 2

a) List the **FIVE (5)** sources of recruitment. (5 marks)

b) Differentiate between job analysis and job specification. (4 marks)

c) Explain **THREE (3)** reasons why Human Resources Management (HRM) is important? (6 marks)

[TOTAL 30 MARKS]

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